

Message Text

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DRAFTED BY GSA/FPA: FACKERSON
APPROVED BY EUR/RPM: SJLEDOGAR
EUR/RPM: MPSTRUTZEL
EUR/RPM: JAFROEBE
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TAGS: MARR, US, NATO

SUBJECT: CEP: NATO CIVIL WARTIME AGENCIES (NCWA'S)

REF: AC/98-DS/122, 20TH OCT 1977

1. ITEM III, PARAGRAPH 9 (5) OF REFERENCE ASKED FOR
NATIONAL VIEWS ON IMPROVEMENTS WHICH MIGHT BE MADE
TO THE WAR MANUALS OF THE NATO CIVIL WARTIME AGENCIES.

.. CEP HANDBOOK. PARAGRAPH 9 (4) NOTED THAT THE CEP
DIRECTORATE WAS CONSIDERING THE PRODUCTION OF A NEW
LOOSE-LEAF HANDBOOK WHICH WOULD INCLUDE MATERIAL NOW
IN THE WAR MANUALS AND COMMON TO ALL THE NCWA'S, WITH
THE IDEA THAT THIS MIGHT MAKE IT PRACTICABLE TO LIMIT
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THE WAR MANUALS TO MATERIAL CONCERNING THE FUNCTIONS,
ORGANIZATION, OPERATIONS AND PROCEDURES OF THE NCWA'S
CONCERNED. WE STRONGLY SUPPORT THAT CONCEPT. ANY
MATERIAL INCLUDED IN THE HANDBOOK, E.G., TERMS OF REFER-
ENCE, SHOULD NOT BE REPEATED IN THE INDIVIDUAL WAR
MANUALS.

3. WAR MANUALS AND SOPS. WE WOULD LIKE TO SEE A
DEFINITE DIFFERENTIATION BETWEEN WAR MANUALS AND SOPS.

A. THE WAR MANUALS SHOULD BE WRITTEN IN LIGHT OF
THE FACT THAT THEIR PRIMARY USE IS TRAINING. NO
ATTEMPT SHOULD BE MADE TO CONVERT THEM INTO ADMINIS-
TRATIVE OR DESK SOPS. THE DETAILED SOPS SHOULD BE
DEVELOPED AS SEPARATE PUBLICATIONS OF THE NCWA'S,
IN FORM APPROPRIATE TO THE NEED IN EACH CASE.

B. THE MANUALS SHOULD BE WRITTEN FRESHLY, DRAWING
ON, BUT NOT JUST EXCERPTED FROM, APPROVED PLANNING
BOARDS AND COMMITTEES (PB/C'S) AND SCEPC DOCUMENTS.
THE SOURCE DOCUMENTS ARE GENERALLY IN FORMATS THAT
ARE COMPARATIVELY OBSCURE TO THE NEWCOMER -- THAT IS,
THE PERSON DESIGNATED FOR AN NCWA POST -- AND,
DOCUMENT BY DOCUMENT, TREAT THE ISSUES FRAGMENTARILY.
THE WAR MANUALS, IN ORDER TO SERVE THE TRAINING
PURPOSE, MUST BE WRITTEN COHERENTLY AND PLAINLY.

C. THE STRUCTURE OF THE INDIVIDUAL MANUALS SHOULD
BE LEFT TO THE PB/C'S. IT MIGHT BE DESIRABLE TO
INVITE THE PB/C'S TO PRODUCE DRAFT "TRAINING TEXT"
MANUALS DURING THE NEXT YEAR, FOR REVIEW AND COMPARISON.
(THE EXCHANGE OF DRAFTS AMONG THE PB/C'S PROBABLY
WOULD BE FRUITFUL). THE "TRAINING TEXT" APPROACH
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WOULD PRODUCE SKELETON MANUALS IN WHICH THE MAIN
IDEAS WOULD STAND OUT CLEARLY. THE SKELETON MANUALS
COULD BE DEVELOPED AT MODERATE COST IN TIME AND EFFORT;
FINISHED MANUALS, ON THE OTHER HAND, PROBABLY WOULD
TAKE SEVERAL YEARS TO PRODUCE.

CHRISTOPHER

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